



HIGH IMPACT FEE NEGOTIATION SKILLS PROGRAMME

Few learning and development areas have as much impact on a Professional Service Firm's profitability as those relating to fees. Three closely related but distinct topics need to be fully understood in order to determine which support is best able to deliver the desired outcomes. They are:

- **Pricing**, i.e. how much to charge- this includes understanding:
 - the value delivered to clients and their business;
 - what clients value and what they don't;
 - competitor pricing and;
 - internal costs and precedents.
- **Structuring**, i.e. how to charge- which addresses issues such as:
 - relative preferences (e.g. hourly rate, fixed fees, etc.);
 - each side's interests and constraints, (e.g. risk/ reward sharing); and
 - market practice.
- **Fee Negotiation**, i.e. how to ask for and get the desired fees and structures- this covers:
 - understanding each sides' alternatives;
 - delivering credible opening demands;
 - responding to the other side's demands; and
 - trading mutual concessions to reach agreement

The **Møller PSF Group, Cambridge** is able to deliver highly effective support in relation to all three topics. The area of greatest challenge for professionals such as lawyers, accountants, bankers and others, in our experience, however is that of negotiation. Many, if not most professionals feel extremely uncomfortable negotiating with clients in the fear that their negotiations may endanger their long term relationships and the flow of future business.

The MPSFG's High Impact Fee Negotiation Skills Programme seeks to make professionals as comfortable negotiation with their clients as on their behalf. Our programme focuses on raising professionals' negotiation competencies and confidence to optimise their credibility when negotiating with clients.

1. Key benefits of the High Impact Fee Negotiation Programme

Firms conducting our programme have reported the following benefits:

- Stronger client relationships
- More effective partner co-operation
- Improved internal motivation; and most importantly
- Increased profitability

The programme distinguishes itself in that it addresses the two key development areas most relevant for the majority of partners or senior managers: negotiation competencies and self confidence. The course content delivers highly practical advice and simple to use tools enabling attendees to apply their new found



knowledge immediately and in line with existing personal preferences. The course methodology, especially the emphasis on short cycle feedback, raises awareness of any weaknesses but, more importantly, raises attendees' self confidence as a result of the practice gained from the simulated negotiations and the very specific video feedback. Confidence is further boosted by participants' experience of immediate improvement during the course of the programme.

We regularly receive feedback that partners have been able to apply the techniques taught within a short time period after the programme to great effect. Often the benefits have exceeded 15-25% and sometimes significantly more

Key messages that partners have taken away from the programme include:

- A right to be ambitious
- Good negotiations will enhance rather than risk a client relationship
- There are alternatives to the hourly rate approach
- A little preparation can go a long way

2. Additional support services available

To sustain the benefits of the High Impact Negotiation Programme we also offer:

- Consultancy support for specific negotiations;
- Executive coaching for partners and business developers facing negotiation challenges; and
- Follow up Master Classes to deepen or reinforce skills in specific areas

Many of the principles outlined above are also relevant for negotiations in general. We also offer support in relation to general negotiation skills.

We always seek to work with and involve a client's existing support team in all of these areas as much as possible.

3. Costs of the programme

In line with the key messages of the High Impact Negotiation Programme we seek to:

- build mutually beneficial long term relationships based on value and service quality;
- charge according to the value we deliver to the individuals and the sponsoring firms; and
- be flexible and creative, to accommodate our clients' interests.

Further details are available on request.

High Impact Negotiation Programme: Course Contents

HIGH IMPACT NEGOTIATION PROGRAMME OPTIONS:	2 Day programme	1 Day programme
INTRODUCTION		
• The need for and benefits of good negotiations	•	•
• The potential financial impact of good/ poor negotiations*	•	•
• The difference between "Negotiation" and "Argument"	•	•
• Common negotiation styles: Argue or Trade	•	•
PLANNING TOOLS		
• Setting a Target: the benefits of ambition	•	•
• When should we walk away?	•	•
• The Opening Position: credible and ambitious.	•	•
• Concessions : Gives and gets	•	•
• Identifying additional potential negotiation parameters/ Issues	•	•
• Common legal fee structures: when to use them, what to watch out for*	•	
• Internal guidelines/ best practice *	•	•
• Formulating a Concession Strategy	•	•
STYLE AND BEHAVIOUR		
• Major Negotiating Styles	•	Limited
• Identifying and managing Style	•	
• DOs and DON'Ts of Behaviour (facilitating or impeding agreement)	•	
OPENING PHASE/ TACTICS		
• Opening Statements	•	•
• Interests and Positions: understanding the difference	•	Limited
• Managing the Information Flow - exploring interests	•	Limited
• Opening Positions: communicating yours/ responding to theirs	•	•
• The benefits of anchoring	•	Limited
• DOs and DON'Ts of opening phase	•	Limited
• Frequently used opening phase tactics and counter-measures	•	Limited
EXCHANGE PHASE/ TACTICS		
• Defining and narrowing the gap	•	•
• Concession Strategy: key rules	•	•
• Making progress without losing control	•	
• Frequently used exchange phase tactics and counter-measures	Option	

CLOSING PHASE/ TACTICS			
• When and how to close	•		Limited
• How to deal with deadlocks	•		
• Frequently used closing tactics and counter-measures	•		
• Controlling the documentation	•		
REOPENING ISSUES/ DEALING WITH OVERRUNS			
• The key tasks	•		
• Frequently used reopening tactics and counter-measures	•		
TEAM NEGOTIATIONS			
• The key tasks		Option	
• Hidden meanings of speech and body language		Option	
• Teamwork: balancing roles and tasks		Option	
MEDIA			
• How to negotiate with no personal contact		Option	
• When to use E-mail, Paper, phone or face-to-face?		Option	
• Impact of different set-ups for meetings		Option	
POST NEGOTIATION REVIEW			
• Why and how to review performance		Option	
DEALING WITH PROCUREMENT PROCESSES			
• Common tactics		Option	
NON PRICE TACTICS TO INCREASE REALISATION			
• Common tactics		Option	
FOLLOW UP			
• Personal action plans: How to capitalize on strengths and limit impact of weaknesses	•		Limited
• Use of colleagues and resources available*	•		Limited
• Looking for opportunities to use negotiation skills and techniques	•		Limited
NEGOTIATION SCENARIOS			
• Customisation of negotiation scenarios		Option	Option
• 1:1 (depending on progress)		5-6	2-3
• Team negotiation		Option	-
• Telephone/ not face to face		Option	Option

* with client input